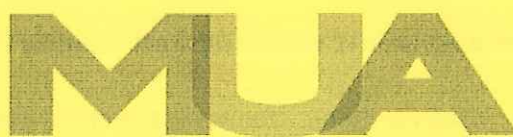


The  
Management  
University  
of Africa



Sponsored by the Kenya Institute of Management

---

**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF DOCTOR OF PHILOSOPHY IN MANAGEMENT AND  
LEADERSHIP**

**DML 902: RESEARCH METHODOLOGY**

**DATE: 7<sup>TH</sup> APRIL 2018**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 50**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow.**

Locally, scanty studies have been conducted on ICT integration in the county governments especially in Machakos county (Haliso, 2013; Ogunsola, Akindojutim & Omiike (2011), Al-Rashidi, 2011). (Magutu & Lelei, 2010) conducted studies with bias on national government. They specifically studied Information Systems Implementation in State Corporations with a bias on State Parastatals. Whereas there are persistent problems of ICT integration and use in county governments which lead to poor management and service delivery, there is a dearth of research in this area. This study sought to fill this gap by examining factors that impede integration and use of ICT in management of county governments and sought to answer the research question: what are the factors that affect integration and use of ICTs in the management of County governments.

The poor and inadequate ICT facilities has led to low levels of computer literacy and ICT skills, poor level of awareness of internet facilities among policy makers, county government officials and the ruling class in general and minimum involvement of academic institutions in network building as challenges mitigating against the use of ICTs (Ndou, 2004). When seeking services from county government offices, one is never sure when the intended service will be done. A lot of useful time is wasted as one waits in the long queues. With the adoption of ICT, there is a bit of improvement. However, it appears that ICT adoption has not reached its full utilization. The transition is visible but it is very slow (Magutu, Lelei, 2010).

Many county governments face several challenges in inefficiency and effectiveness. These challenges have led to poor service delivery Okiy (2005). This has caused essential services to take a very long time. ICT has been used elsewhere including national governments and private sector to improve efficiency and thus resulting in better and quality service. ICT integration has not reached its full potential and utilization in the county governments. This has been a challenge because county governments lack expertise, funding, infrastructural support and management



support to integrate ICT into their operations. As a result of lack of integration, ICT usage in the counties is very low (Haliso, 2013).

### Required

- i) Evaluate the research problem articulated in the passage above in terms of clarity, information flow, and justification [3 Marks]
- ii) Suggest four possible variables in the study, clearly classifying them into independent and dependent [4 Marks]
- iii) Identify and explain three main reasons why the problem suggested in the passage should be studied [3 Marks]
- iv) Using your knowledge on how to write a research problem statement, rewrite the passage to present the problem more clearly [10 Marks]
- v) Formulate appropriate research questions that can be used to investigate the problem presented in the passage [4 Marks]
- vi) Using your knowledge of APA style of referencing, identify three citations in the passage which violate APA specifications. Rewrite each of the three citations in accordance with APA syntax [6 Marks]

### QUESTION TWO

A research consultant has been tasked by the Non-Governmental Organization (NGO) board to conduct a study to determine if there is a relationship between organizational culture and performance of Non-Governmental Organizations in Kenya. The student has done a thorough literature review but has not come across appropriate measures of organization culture and therefore does not know how to operationalize organizational culture.

- a) Advise the consultant which research design is the most appropriate and explain why the design is the most appropriate [4 Marks]

- b) Discuss how a questionnaire may be used to collect data in this research and use examples to explain the difference between open ended and closed questions. [3 Marks]
- c) Construct three questions on a five point Likert scale that may be used in the study on NGOs [3 Marks]

### QUESTION THREE

Explain the difference between the following pairs of terms and state clearly their application research

- i) Research question and research hypothesis [2 Marks]
- ii) Cross sectional study and longitudinal study [2 Marks]
- iii) Research design and research philosophy [2 Marks]
- iv) Probability sampling and non-probability [2 Marks]
- v) Inferential statistics and descriptive statistics [2 Marks]

### QUESTION FOUR

- a) A research scientist is designing a study to examine the role of leadership traits on growth of firms listed at the Nairobi Securities Exchange (NSE). Justify two different but appropriate methods the researcher may use in the study to collect the data [2 Marks]
- b) Discuss two advantages and disadvantages respectively of using each of the methods in (a) above [4 Marks]
- c) In designing research undertaking for academic purposes, the major consideration is knowledge contribution either to fill a knowledge gap in the chosen area or extend the frontiers of knowledge.

#### Required:

- i. Are ethical considerations of any consequence in this context? [2 Marks]
- ii. Explain what constitutes unethical conduct in research [2 Marks]